



Action Plan to promote the internationalisation of rural SMEs in the province of Burgos (SPAIN)

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1. General information

Project: Policies to promote the internationalisation of SMEs for more competitive regional ecosystems in border areas of the EU

Partner organisations:

- 5-PP European Business and Innovation Centre of Burgos (CEEI-Burgos)
- 9-PP Society for the development of the province of Burgos (SODEBUR)

Other organisations involved:

Regional Stakeholders Group participants:

- Institute for Business Competitiveness of Castilla y Leon (ICE).
- Territorial Delegation of Commerce – ICEX (Spain and Trade Investments).
- Chamber of Commerce of Burgos.
- FAE Burgos (Businesses Association’s Federation).
- ADRI Ribera del Duero Burgalesa (Local Action Group).
- University Isabel I.

Region: Burgos Province

NUTS2 region: Castilla y León - SPAIN

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2. Background

INTER VENTURES project

INTER VENTURES aims to help internationalise SME's and their activities located along national borders. In doing so, this will spur growth and make EU cross-border regions more competitive. The present Action Plan is prepared in the frame of INTER VENTURES project.

Executive Summary

This Action Plan specifies what will be done in the province of Burgos (Spain) during the period February 2022 – January 2023. The purpose is to ensure that the lessons learnt from INTER VENTURES project during two years of interregional learning process (phase 1) are put into action. In fact, it specifies the nature of the actions to be implemented, their timeframe, the stakeholders involved, and the costs and funding sources. Subsequently, it serves as the way the action derives from the project.

Thus, the main goal of the Action Plan is to integrate all the knowledge gained during the first stage of INTER VENTURES project to improve the local policy named **Strategic Plan Burgos Rural for the period 2021-2025 (PEBUR2125)** owned and managed by the project partner Society for the Development of the Province of Burgos (SODEBUR). On these grounds, and accordingly to INTER VENTURES project's main goal, this Action Plan is aimed at *improving internationalisation processes among companies placed in rural areas* based on the development and/or implementation of the two following actions related to capacity building and financial support (but also considering the improvement of support infrastructure – information services):

- Action 1. Review, improvement, and proposal of existing and new training programmes on internationalisation aiming at Burgos rural SMEs

In accordance with the Burgos Situation Analysis report, there is a specific need for human resources with sufficient qualifications and training to carry out internationalisation related tasks. Thus, the main goal of this action is to offer a wide range of tailor-made training opportunities focused on internationalisation. Additionally, aiming at SMEs located and operating in the Burgos province that already started the internationalisation processes or will be expecting to do it in the short run.

- Action 2. Review and improvement of available financial instruments to promote internationalisation among rural companies in the province of Burgos.

This action aims at improving the availability of financial lines (especially dedicated to rural companies) to promote and facilitate internationalisation processes.

Thus, according to the needs previously identified in the area, companies situated in the rural areas of the province of Burgos are requiring new ways of support to improve their internationalisation processes. On these grounds, and based on the knowledge transferred within INTER VENTURES project,

this document includes two actions to solve this issue. Thus, this Action Plan is aiming at promoting the internationalisation of rural companies under the perspective of the current economic situation due to the pandemic COVID-19, with the special attention to provide appropriate financial schemes as well as dedicated training programmes.

3. Baseline situation

Policies and strategies targeted to internationalisation of SMEs

Business internationalisation is a decision that each company must make, and it involves a complicated process of assessing not only establishment but also whether the company will be able to handle the new situation with a start-up and international consolidation plan.

At present, there are no strict regulations on internationalisation for SMEs, yet there are various guides that outline the steps to follow and the most relevant information for action such as the provisions of the “Spanish Law on Support for Entrepreneurs and Internationalisation”. Mostly standing out is a reference to the internationalisation promotion strategy, the policies that are directed by the Spanish government and coordinated by the Spanish Ministry of the Economy and Competitiveness, followed by the instruments and bodies for this process.

On the other hand, the “Internationalisation Service Guide” created by the Spanish Ministry of Industry, Trade and Tourism provides with general information to support SMEs in their internationalisation processes; in addition, the Regional Government of Castile and León also provides with a large quantity of relevant information on internationalization processes.

This type of information provided by these bodies offers many services. These services include support when companies are considering internationalisation with the procedures and documentation necessary, how to set up a company abroad, and assistance on how to find sources of funding.

As indicated by the Spanish public entity ICEX Spain Export and Investments, some general documents that must be known and used are commercial documents. These documents include invoices, certificates of origin, ATA and CPD carnets, and transport, insurance, and legalization documents. On the other hand, there may be specific documents and certificates depending on the sector. Therefore, various tax and customs issues must be taken into consideration based on whether the destination is within the EU or not.

Instruments and tools for internationalisation

Currently, there are various commercial instruments of support in Spain for internationalisation. These instruments include ICEX Spain Export and Investment, the Foreign Network under the scope of the General State Administration, or the various Spanish Chambers of Commerce abroad. Other organizations include Official Credit Institute (ICO), Centre for the Development of Industrial Technology (CDTI), Spanish Development Bank (COFIDES), Spanish Export Credit Agency (CESCE) and ENISA. In

addition to this: Institute for Business Competitiveness of Castile and León (ICE) and the Regional Government of Castile and León which are relevant to Burgos province.

Main financial facilities to be highlighted:

- ICO 2019 Export: funding for the self-employed and businesses of up to 12.5 million.
- ICO International Section II Medium and Long-Term Exporting Line: Supplier Credit and Buyer Credit.
- ICO International Medium and Long-Term Exporting Section Channel Line offers funding for companies with a registered address outside Spain.
- The Enterprise Support Fund from CESCE MASTER ORO: liquidity through factoring.
- The Corporate Internationalisation Fund (FIEM): feasibility studies and technical assistance.
- The Reciprocal Interest Adjustment Contract (CARI): incentives for financial institutions granting loans for long-term exporting.
- CDTI offers different project funding programmes and cooperation initiatives on R&D&I internationalisation.
- The FOND-ICOpyme Fund: offers financing for internationalisation processes.
- The ICEX and COFIDES Pyme Invierte: comprehensive support for investment abroad by Spanish SMEs.
- ICEX Next, aimed at Spanish SMEs that wish to internationalize their business and/or consolidate their presence in foreign markets.
- Consolida2 is an ICEX project promoting access by SMEs to the international market except the US.
- Xpande and Xpande-Digital plans promoting SME exporting and international digital marketing as a Burgos Chamber of Commerce initiative.

SMEs barriers and needs regarding internationalisation support

Nowadays, companies that engage in an internationalisation process face a series of possible obstacles and difficulties; therefore, it is important for these companies to be aware of the existence of these barriers and how to handle them.

In view of the exchange of opinions with the stakeholders, a general view of the companies in Burgos and our own experience, these are some of the most common barriers we shall highlight:

- Scarce and limited financial resources since there is a long list of requirements to comply with in order to access some programmes.
- A lack of trained personnel. Although there is widespread opinion that this barrier is becoming smaller, there continues to be a language barrier.

- Difficulty identifying customers, business opportunities or foreign markets. There is more and more information all the time on destination countries, but even still, companies believe it is not enough to be able to see clear business opportunities and commit to them.
- Duty-related barriers as the costs of transport, customs, administrative restrictions, etc. are not always completely clear. Costs that lead to a direct increase in the price of the product.
- Production capacity as not all companies have the capacity to increase production in accordance with possible internationalisation requirements due to a lack of resources, machinery, personnel, etc.

On the other hand, some other barriers found yet not shared by all parties equally are:

- Opportunities in logistics distribution as some believe there is a variety of resources meaning they do not think it is a barrier.
- Unawareness of the steps to take for business internationalisation. Some companies continue mentioning a lack of information versus organizations that support internationalisation programmes which believe some of those needs are being met.

These identified barriers will be the base for the design of the actual measures to be implemented.

4. Policy context

Overview

The Action Plan aims to impact:

- Investment for Growth and Jobs programme
- European Territorial Cooperation programme
- Other regional development policy instrument

Name of the Policy Instrument: *STRATEGIC PLAN FOR THE PROVINCE OF BURGOS 2021-2025 (PEBUR 2125)*



Body responsible for addressed policy: 9-PP Society for the development of the province of Burgos (SODEBUR)

Influence of the partner organization over the targeted Policy Instrument

9-PP Society for the development of the province of Burgos (SODEBUR) is the policy owner as well as main responsible body for drafting, implementation and follow up of the targeted Policy. In addition, 5-

PP European Business and Innovation Centre of Burgos (CEEI-Burgos) are involved as they belong to SODEBUR's Board or Directors.

Issue addressed

Evaluation of the current operation of the policy, functioning of the policy

The most powerful policy tool to promote the goals of rural development in the territory will be the next Strategic Plan for the province of Burgos 2021-2025 which is being currently elaborated. It is foreseen to publicly present this new Strategy during last months of the year 2021.

The main objective of PEBUR2125 will be the definition of strategic actions based on the ideas and challenges for the future at short and medium term for rural development in the province of Burgos. In addition, the Strategy will pay special attention to the six territorial areas the province of Burgos is divided into and where different Local Action Groups work in.

This new strategic plan will give continuity to PEBUR1520 (the last operative and applicable Strategy in the territory during 2015-2020) in a crisis scenario that will create new challenges that need to be faced. Therefore, the importance of linking this new Plan to the strategic dimensions of the **2030 Agenda** and, by extension, with the 17 Sustainable Development Goals (SDG) detailed by UNESCO must be highlighted. In this context, this Strategy will demonstrate the capacity of the province of Burgos to adapt itself to the new situation by coordinating its intervention priorities with the **new European Financing framework (2021-2027) as well as the instrument "Next Generation EU"** (Recovery and Resilience Plan).

SODEBUR aims at orienting the whole process of the new Strategic Plan's elaboration (PEBUR2125) to **four fundamental aspects**: *post-COVID19 economic recovery, sustainability, repopulation, and smart territory's concept.*

More concretely and speaking about internationalisation issues, all barriers mentioned before and detected based to the exchange of opinions with relevant stakeholders will be considered during drafting's process (especially those related to the scarce and limited financial resources and the lack of trained staff).

Problem(s) with the Policy Instrument, problems to be targeted

This new Strategic Plan for the territory will be the third Strategy after the ones which were active during previous programming periods; 2010-2015 and 2015-2020.

It has been demonstrated due to a careful revision of the document that the previous strategy – Strategic Plan Burgos Rural for the period 2015-2020 (PEBUR1520) – did not include any direct reference to implementation of projects related to the improvement of internationalisation processes in a rural environment. The need for developing and locally implementing new initiatives related to this topic (and

with this aim) has been clearly demonstrated by the comments and feedback from agents included on the Regional Stakeholders Group constituted within INTER VENTURES framework.

As there is a lack of direct references to internationalization processes' improvement, it is necessary to consider during the drafting process of this new policy instrument (PEBUR2125) all the knowledge gained during the phase 1 (interregional learning process) of INTER VENTURES project with the aim of improving internationalisation processes in the rural areas of the province of Burgos. In addition, detected barriers being the origin point of this Action Plan (limited financial resources and lack of trained personnel) will be also considered during the elaboration process of this new policy instrument.

Indicator(s) measuring the success of policy influencing

Self-defined indicator	New measures/tools to support SME internationalisation in the Policy Instrument
Target value of the indicator	1

Description of the situation after the Policy Instrument is targeted

INTER VENTURES project has contributed to arise the need (not covered till now) to dedicate specific resources to improve internationalisation processes among rural companies in the province of Burgos. Thus, the kind of change initially foreseen to improve the targeted policy instrument is through the implementation of new projects (Type 1 defined in Interreg Europe Programme Manual). On these grounds, it is feasible that the new Strategic Plan for the Province of Burgos (PEBUR2125) provides funding for this concrete issue.

As detailed above, this improvement is necessary as far as internationalisation is understood. The improvement is used as a new tool to enhance competitiveness, especially for those companies placed in rural areas (internationalisation not only considered as a way to sell abroad but also to start dealing in international markets).

So, the main outcomes due to Action Plan implementation will be related to provision of specific funding as well as capacity building to improve internationalisation processes of the local SMEs.

Thus, the results of this action will be measured based on the following indicators:

- Number of rural companies applying for public funding.
- Number of professionals participating in the training programmes.

Implementation of the actions described below will be directly related to the change of the Policy Instrument (as far as they will contribute to improve the Strategic Plan for the Province of Burgos (PEBUR2125) within the development of new projects).

5. Details of the Actions envisaged

Action 1 title: *Review, improvement and proposal of existing and new training programmes on internationalisation aiming at Burgos rural SMEs*

Nature of the action:

Main goal of this action is to improve the capacities of the staff working on rural SMEs to promote and facilitate the participation of these companies in the internationalisation processes. These training programmes will be mainly dedicated to those potential companies “starting” or with the “intention” to internationalise.

The format of this action will be depending on the evolution of COVID-19 pandemic. Nowadays, initiation online seminars (knowledge pills) are foreseen to be developed covering the main relevant information and capacities needed to involve the company in an internationalisation process: entities offering support for internationalisation at local/regional/national level (and offered services), lines of financing, how to start exporting, how to improve the knowledge of potential foreign markets etc.

In addition, the possibility of counting on the support of an external mentor during the “practical” process for all participants will be studied to offer Burgos rural SMEs one-to-one tailor-made mentoring programmes.

In accordance with this, the first action will be aiming at reviewing and improving existing training programmes on internationalisation aiming at Burgos rural SMEs. Following the needs and circumstances of the targeted SMEs, new specific training programmes will be proposed as well, those including innovative concepts/facilities such “soft-landing” or “piggy-backing”.

Besides, a lack of communication and information is one of the detected barriers refraining rural SMEs to engage in internationalisation processes. This action will include specific dissemination activities – regarding the existing training courses and programmes - mainly through the network or Rural Innovation Agents managed by SODEBUR.

The tackled policy instrument considers internationalisation in a very residual way, rather than specifically as a method to improve competitiveness. Yet, this action will contribute to plan a new project (included and being financed under this provincial Strategy) to reach this goal from the basis of gaining more competences and capacities among the staff dedicated to these issues.

Linkage between the Action and the Policy Change:

This action is a policy change and it is going to be included since the very beginning in the new programming period of the policy instrument.

Good practice(s)

Interregional exchange of experience

Burgos Situation Analysis Report detected two main gaps between internationalisation related policies and the actual needs of rural SMEs:

- Although a high number of companies produce import and export plans (62%), this is a figure that needs to be increased. These plans are essential tools to attempt internationalisation processes based on strong foundations. Therefore, the need for training and advisory services to help these companies create such plans is considered significant not to mention that the plans currently available may not be sufficient.
- There is a scarce number of human resources with expertise in internationalisation related issues. The study conducted did not find existing support measures to assist with these needs. This issue will be addressed in the Action Plan, as one of the main weaknesses to be solved.

In terms of interregional exchange of experiences, the inspiration for this action comes from the good practice named "ADELANTE" from the partner "Rzeszow Regional Development Agency" (Poland). The purpose of this GP is to provide training and counseling support to enterprises and their managerial personnel in the field of management, development, and MSMEs/SMEs internationalisation concerning renewable energy branch. Its specific actions are:

- Skills development of managerial board and employees in the field of management strategy and internationalisation of entrepreneurial activity
- Providing knowledge related to the development strategy, commercialization, and internationalisation to SMSs and MSMEs engaged in renewable energy branch
- Dissemination, promotion, and adoption of foreign solutions to the Polish market.

Transferred elements

As "ADELANTE" good practice aims at providing training and counselling support regarding internationalisation in the field of renewable energy, a further replication to the other sectors will be envisaged.

Furthermore, the structure and main content of this good practice will be partially transferred to the province of Burgos (Spain) but without restrictions in the economic sector of the targeted companies. Thus, not only SMEs from the field of renewable energy will be accepted but also all companies placed in rural areas interested in improving their knowledge and capacities to export will have the possibility to take part on this programme.

The Polish experience provides solutions to 1) lack of models related to the development, management, promotion, and internationalisation of SMEs' activities in the field of renewable energy branch and 2) low level of competences of managerial personnel in the field of renewable energy, the foreseen action in the province of Burgos (Spain) will adapt the methodology used combining training and mentoring for participants (without limiting the economic sector they belong to).

Stakeholders involved

The responsible for implementation of this Action will be INTER VENTURES project partners 9-PP Society for the development of the province of Burgos (SODEBUR) in close collaboration with 5-PP European Business and Innovation Centre of Burgos (CEEI-Burgos).

In addition to this, the following relevant stakeholders will be involved in the actual definition and implementation of this action in attempt to try to bridge the gap between the target groups (SMEs) and the policy maker by means of their close contact with targeted SMEs as part of their regular activities and interests:

- Institute for Business Competitiveness (ICE) of Castile and León.
- Provincial Directorate for Trade (Spanish Ministry of Industry, Trade and Tourism).
- Burgos Chamber of Commerce, Industry and Services.
- Burgos Confederation of Business Associations (FAE).
- Burgos Economists Association.
- Universidad Isabel I.
- Rural Development Associations.

Cost of the action:	To be determined (pilot in 2022)
Resources:	<p>The action will be mainly about providing financing by using funds coming from the following entities:</p> <ul style="list-style-type: none"> - PP5 - CEEI Burgos (Own resources) - PP9 – SODEBUR (Own resources) - ICE. Regional Government of Burgos. ERDF 2021-2027 (or remaining funds from the period 2014-2020). - Chamber of Commerce of Burgos. ERDF 2021-2027 (or remaining funds from the period 2014-2020).

Action steps and activities

Action steps (what will be done)	Responsibility (Who will do it – reference to the stakeholder involvement)	Timeline (start and end dates)	Estimated cost of the action step
Assessment of existing internationalisation focused training programmes	PP5 CEEI Burgos and PP9 SODEBUR Listed stakeholders' active involvement in both definition and implementation processes	January – March 2022	To be determined (Tbd). Funded by PP5 and PP9 own resources
Improvement of selected training programmes and definition of new <i>ad-hoc</i> ones	PP5 CEEI Burgos and PP9 SODEBUR Listed stakeholders' active involvement in both definition and implementation processes	April – July 2022	To be determined (Tbd). Funded by PP5 and PP9 own resources
Pilot project (launching of improved and new training programmes aiming at rural SMEs from Burgos province) and selection of beneficiaries	PP5 CEEI Burgos and PP9 SODEBUR Listed stakeholders' active involvement in both definition and implementation processes	August – December 2022	To be determined (Tbd)
Improving information services to rural companies; Promotion of available financing lines – Rural Innovation Agents	PP9 SODEBUR	Transversal: February 2022 – January 2023	PP9 own resources
Monitoring of the implementation of the action	PP5 CEEI Burgos and PP9 SODEBUR	Transversal: February 2022 – January 2023	Own resources (5-PP, 9-PP and involved stakeholders workforce)

	Listed stakeholders' active involvement in both definition and implementation processes		
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Action 2 title: ***Review and improvement of available financial instruments to promote internationalisation among rural companies in the province of Burgos***

Nature of the action:

One of the main barriers for SMEs internationalisation – as it was stated in the Burgos Situation Analysis Report elaborated within INTER VENTURES project's framework – is the limited financial resources available for this issue. On top of this, bureaucracy constrictions are an additional difficulty in order to access these facilities.

This action will lead, on the other hand, to the review of the available financial instruments for the rural companies in the province of Burgos to promote internationalisation with special attention to the instruments and facilities managed by the Institute for Business Competitiveness of Castilla y Leon (ICE). This depends on the Regional Government of Castilla y León, and also on members of the INTER VENTURES' Regional Stakeholders Group.

The action will also target to provide for the detected needs (and/or gaps) with the launch of new financial facilities within the targeted Policy Instrument or complementing the existing ones (the one being managed by ICE – Regional Government of Castilla y León or those already managed by SODEBUR; microcredits line) with the new features proposed in this action.

Finally, this action will include the promotion among rural companies of all existing financial instruments by means of the network or Rural Innovation Agents managed by SODEBUR. This network is formed by three technicians directly operating in the territory giving support to rural companies and potential entrepreneurs which will actively disseminate these facilities. This includes micro finances as an efficient alternative financing option. It will be directly dedicated to *improving the information services* offered to the companies.

Linkage between the Action and the Policy Change:

This Action means a policy change.

Good practice(s)

Interregional exchange of experience

The interregional learning to define this action comes from the need to offer specific financing to improve internationalisation among rural companies. Thus, the good practice presented by 2-PP Union of the

Chambers of Commerce, Industry, Agriculture and Crafts of Lombardy (Italy) named “**Regional Operative Programme Lombardia (2014 – 2020), 2019 Call for internationalisation**” has been a source of inspiration.

The call is aimed at promoting the internationalisation of SMEs placed in Lombardy region (Italy), supporting the realization of complex projects designed to develop and/or consolidate their presence and capacity for action in foreign markets.

The focus of this initiative is to support SMEs which have been listed in the Register of Companies and have been active for at least 24 months with operational headquarters in Lombardy. The funding is granted in the technical form of a medium-long term loan, exclusively out of the Fund's resources, to cover a maximum of 80% of the total eligible costs. The amount of the loan that can be applied for is between a minimum of 50,000 euros and a maximum of 500,000 euros. Overall dedicated financial support is 13 million euros.

Transferred elements

The main transferred elements are the objective of the good practice “promoting the internationalisation of SMEs (placed in the province of Burgos, Spain, this time) to support the implementation of projects to consolidate the presence and capacity for action in foreign markets” through the **launching of a specific financing facility**.

Other elements (within this good practice as a source of inspiration) to be considered during the implementation of the action are the following:

- Beneficiaries: in Italy the call is opened to all sectors and to all SMEs which have been operating within Lombardia region for at least 24 months.
- Funding: the Italian call is a loan up to 80% of eligible costs.

As an alternative, the possibility of launching a grant to cover the costs eligible for the internationalization will be also studied and considered in the province of Burgos.

- Budget: 13 M€ is a disproportionate amount for the province of Burgos. The budget will be adapted to the reality and circumstances of the territory (as far as the number and features of SMEs in Burgos, Spain, is quite different from those established in Lombardy region, Italy) as well as the economic capacity of the public financier.

All the elements detailed below will be considered as well as deeply studied with the aim to be transferred and adapted to the current situation of rural SMEs in the Burgos territory, to determine the best option among the following ones:

- complement the on-going financing line managed by ICE (Regional Government of Castilla y León) or
- adapt some of the current financing lines managed by SODEBUR (for instance, the microcredits line),

with the aim to cover detected gaps (e.g. not all sectors have right now the possibility to access the financing – primary sector excluded; and low participation among companies placed in rural areas) or facilitating the process to access for financing.

Stakeholders involved

The responsible body for implementation of this action is the INTER VENTURES' project partner 9-PP Society for the development of the province of Burgos (SODEBUR) in close collaboration with 5-PP European Business and Innovation Centre of Burgos (CEEI-Burgos).

In addition, other relevant stakeholders in the territory will be also involved in the implementation, in particular the Institute for Business Competitiveness (ICE) from the Regional Government of Castilla y León and the Chamber of Commerce of Burgos. All stakeholders will be involved in the Assessment Committee and provision of funding depending on the final needs and decisions considered under this Action.

Cost of the action:	To be determined (pilot in 2022)
Resources:	<p>The action will be financed by funds initially coming from the following entities:</p> <ul style="list-style-type: none"> - 5-PP. CEEI Burgos; workforce - 9-PP. SODEBUR; workforce + own funds (if needed) - ICE. Regional Government of Burgos. ERDF 2021-2027 (or remaining funds from the period 2014-2020). - Chamber of Commerce of Burgos. ERDF 2021-2027 (or remaining funds from the period 2014-2020).

Action steps and activities

Action steps (what will be done)	Responsibility (Who will do it – reference to the stakeholder involvement)	Timeline (start and end dates)	Estimated cost of the action step
Study of available financial lines to promote internationalisation <i>(beneficiaries: rural companies from the province of Burgos, Spain)</i>	5-PP CEEI Burgos and 9-PP SODEBUR Other stakeholders involved: ICE (Institute for Business Competitiveness) and Chamber of Commerce of Burgos	February – March 2022	Own resources (5-PP and 9-PP workforce)
Design of a new financial line or complementing some of the existing ones	5-PP CEEI Burgos and 9-PP SODEBUR Other stakeholders involved: ICE (Institute for Business Competitiveness) and Chamber of Commerce of Burgos	April – June 2022	Own resources (5-PP and 9-PP workforce)

Project pilot (launching of a new/improved financial line). <i>Submission of proposals + evaluation + selection of beneficiaries</i>	5-PP CEEI Burgos and 9-PP SODEBUR Other stakeholders involved: ICE (Institute for Business Competitiveness) and Chamber of Commerce of Burgos	July - December 2022	<i>To be determined</i>
<u>Improving information services to rural companies</u> Promotion of available financing lines – Rural Innovation Agents	9-PP SODEBUR	TRANSVERSAL. February 2022 – January 2023	Own resources (9-PP workforce)
<u>Monitoring of the action actual implementation</u>	5-PP CEEI Burgos and 9-PP SODEBUR Other stakeholders involved: ICE (Institute for Business Competitiveness) and Chamber of Commerce of Burgos	TRANSVERSAL. February 2022 – January 2023	Own resources (5-PP, 9-PP and involved stakeholders workforce)

6. Political endorsement

Date: September 2021

Name of the organisation(s):

5-PP European Business and Innovation Centre of Burgos (CEEI-Burgos)

9-PP Society for the development of the province of Burgos (SODEBUR)

Signatures of the relevant organisation(s):

Mr. César Rico Ruiz. *Provincial Government of Burgos*. President

Mr. Lorenzo Rodríguez Pérez. *Society for the development of the province of Burgos (SODEBUR)*.
President Board of Directors